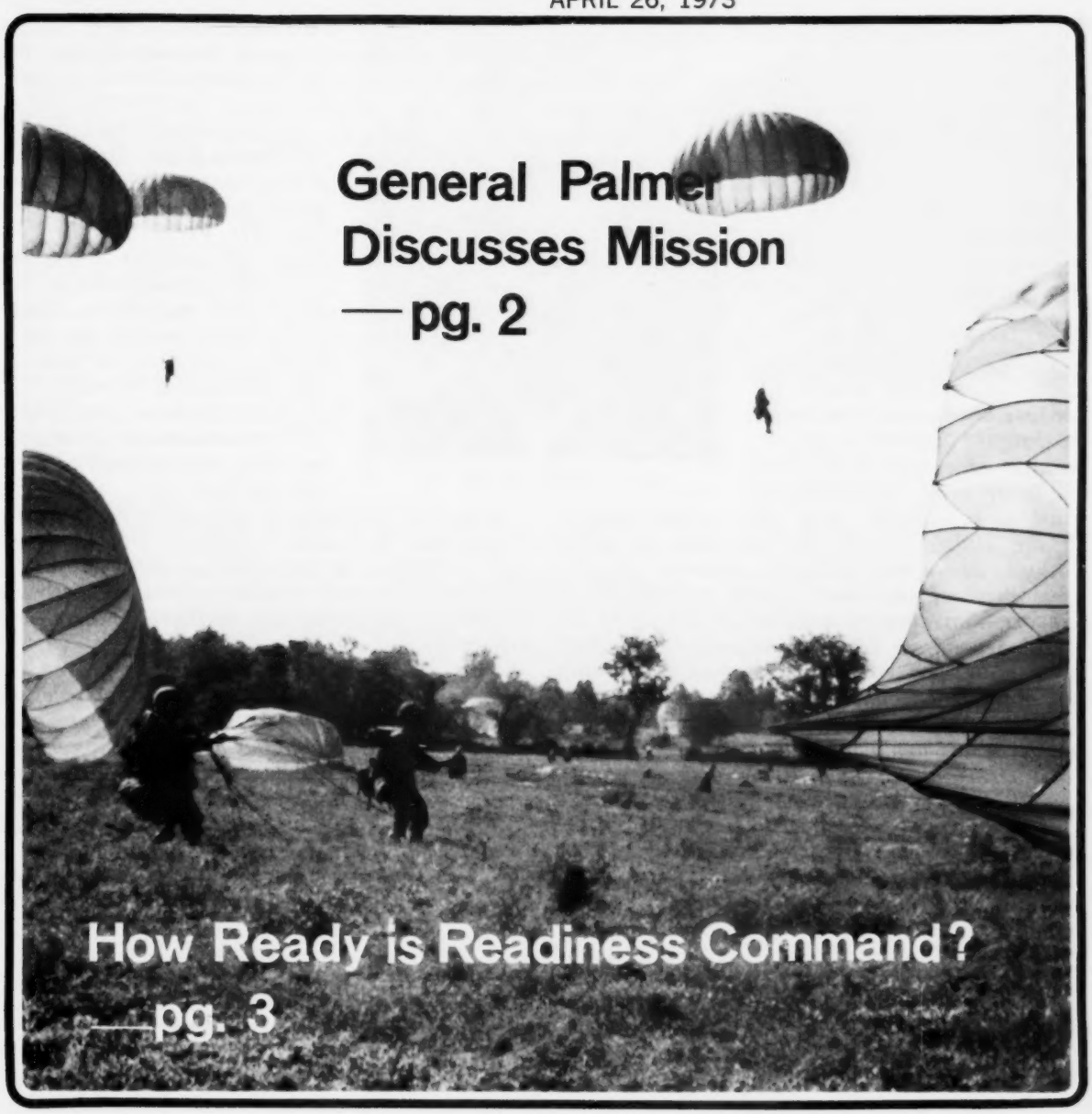
COMMANDERS DIGEST

USREDCOM

APRIL 26, 1973



General Palmer Discusses Mission —pg. 2

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From General Palmer

USREDCOM: An Introduction

I welcome the opportunity in these pages to introduce to you the organization, mission and capabilities of the United States Readiness Command. Activated on January 1, 1972, the Command is the newest of the eight unified and specified commands in the United States defense structure.

As successor to the United States Strike Command, the United States Readiness Command (USREDCOM) controls and plans for the deployment of assigned major Army and Air Force general purpose combat forces based in the continental United States, thus providing a central reserve of combat-ready forces to reinforce other unified commands worldwide.

General Bruce Palmer Jr.

USREDCOM is unique among the unified commands for several reasons. First, it has no assigned overseas geographic area of responsibility. On the other hand, USREDCOM must look outward from our central position in the United States and maintain a global outlook, as we may be called upon to reinforce any or all of the other unified commands, or support humanitarian missions anywhere in the world. Second, we have an unequalled opportunity to plow new ground, develop new concepts, and apply new technology in the functional areas of joint operations and training, joint doctrine, and force and deployment planning.

In terms of assigned Army and Air Force general purpose forces, we are the largest of the unified commands. Assigned to USREDCOM are approximately six divisions from the Army's Continental Army Command and almost 50 tactical air squadrons—fighter, reconnaissance, special operations, and airlift—from the Air Force's Tactical Air Command.

To insure the readiness of these forces, we conduct frequent joint training exercises in the continental United States, employing National Guard and Reserve elements as well as active forces. We also deploy forces to participate in joint training exercises with U.S. allies overseas.

Aside from their vital training function, our exercises provide a testing ground or field laboratory for examining current joint operating concepts and developing recommendations on joint doctrine for consideration by the Joint Chiefs of Staff. In that way, the Command's predecessor, the United States Strike Command, was able to achieve gains in bringing the Army and Air Force together on close air support and tactical airlift procedures in the early and mid-1960s. Those issues were ironed out in a series of exercises just prior to the commitment of major U.S. forces to Southeast Asia, where both ground and air commanders have since attested to their effectiveness.

Likewise, following in the footsteps of Strike Command, Readiness Command forces are on call to respond to humanitarian and mercy missions anytime and anywhere, most recently in Nicaragua following the earthquake there last December.

I am proud to lead a command of proven capability that is assigned these essential roles in the Nation's Strategy for Peace, and I am confident that the United States Readiness Command, as its name implies, will remain ready to support and protect the national interests of the American people.

BRUCE PALMER JR.
General, U.S. Army
Commander-in-Chief
USREDCOM

U.S. Readiness Command

Army, Air Force Units Provide 'Ready' Force

The primary mission of the United States Readiness Command (USREDCOM) is to provide a reserve of general purpose combat forces—Army and Air Force—based in the continental United States (CONUS) and ready to reinforce other unified commands. USREDCOM has operational command of assigned Army and Air Force combat forces.

To insure the readiness of his forces to perform this mission, the Commander-in-Chief, U.S. Readiness Command (USCINCRED) conducts joint training for Army and Air Force units, including joint training exercises; develops appropriate recommendations to the Joint Chiefs of Staff regarding doctrine, theories and techniques for joint employment of assigned forces; and plans for the deployment of Army and Air Force units to augment other unified commands.

The USREDCOM Army component commander (USCINCARRED) is General Walter T. Kerwin Jr., who is also commander of the Continental Army Command (CONARC), with headquarters at Fort Monroe, Virginia. As part of the current reorganization of the Army, when Forces Command is formally established at Fort McPherson, Georgia, on July 1 under General Kerwin, it will become the USREDCOM Army component. Forces Command will be dedicated to the readiness of all active, National Guard and Reserve Army units in the continental United States.

The USREDCOM Air Force component commander (USCINCAFRED) is General William W. Momyer, who is also commander of the Tactical Air Command (TAC), with headquarters at Langley Air Force Base, Virginia. TAC likewise is dedicated to the readiness of all active, National Guard and Reserve Air Force units in the continental United States.

At present, USREDCOM Army Forces (USARRED) comprise two Army Corps Headquarters plus their armored, mechanized, airborne, airmobile and infantry divisions. Special Forces and combat support units. The two U.S. Army Corps are the III Corps at Fort Hood, Texas, and the XVIII Airborne Corps at Fort Bragg, North Carolina.

BLAZING A TRAIL through dense Georgia woods, a team of Army Special Forces prepare to cross a stream at Fort Stewart during BRAVE SHIELD III, a U.S. Readiness Command joint training exercise. (USREDCOM Photo)

USREDCOM Air Force Forces (USAFRED) consist of three numbered Air Forces which provide the combat ready tactical fighter, reconnaissance, special operations and assault airlift squadrons, and air support units. The numbered Air Forces are the Ninth Air Force at Shaw Air Force Base, South Carolina; the Nineteenth Air Force at Seymour Johnson Air Force Base, North Carolina; and the Twelfth Air Force at Bergstrom Air Force Base, Texas.

Rapid reinforcement of the overseas commands is an integral part of the Nation's Strategy for Peace. As stated by President Nixon, "Our capabilities must rest on our allies' strength, strong U.S. overseas forces, and the availability of credible reinforcement." Providing these credible reinforcements is a basic responsibility of the United States Readiness Command. Its predecessor, the U.S. Strike Command, was responsible for deploying Army and Air Force units to the Pacific Command during the buildup of U.S. forces in Southeast Asia.

Since January 1, 1972, Readiness Command continued to deploy those forces to Southeast Asia, notably to augment Pacific Command forces in the face of the North Vietnamese offensive in the spring of 1972.

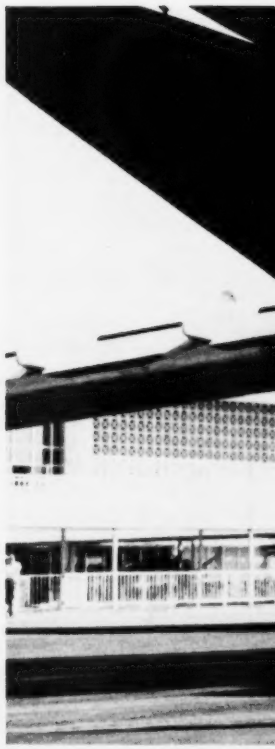
Now, with the reduction of U.S. forces overseas, increased reliance will be placed on CONUS-based forces trained in joint operations and ready to reinforce other unified commands. In pursuit of its mission, Readiness Command conducts frequent joint training exercises at military installations throughout the continental United States and provides CONUS-based forces for joint and combined exercises overseas.

Readiness Command participates in six types of joint training exercises: command post exercises (CPX); small-scale exercises, nicknamed BOLD FIRE; medium-scale exercises under the nickname BRAVE SHIELD; large-scale exercises such as GALLANT HAND; aug-

(Continued on Page Six)

Nicaragua Emergency...

EARTHQUAKE!



Troops, units and equipment of the United States Readiness Command and its predecessor, the STRIKE Command, have extended humanitarian assistance to disaster stricken people around the globe on a number of occasions. Such operations have included the evacuation of Americans from West Pakistan during Pakistani-Indian hostilities in 1965, medical assistance to Somalia, Africa, in the same year, distribution of food to the Republic of Chad, Africa, in 1966 and again in 1968, and medical, food and transportation aid to East Pakistan in November 1970, after that area had been ravaged by a severe typhoon that caused an estimated 300,000 casualties.

More recently, USREDCOM was called upon to use its experience to assist the people of Nicaragua following a severe earthquake which devastated the country in December 1972. At the direction of the Joint Chiefs of Staff, USREDCOM acted as a coordinating authority to provide assistance to the earthquake victims. Within 24 hours after receiving its orders, Readiness Command dispatched two air-transportable field hospitals to the area. Army and Air Force medical personnel treated more than 4,000 sick and injured persons during the humanitarian effort.

HELPING HANDS—Following the disastrous earthquake that struck Nicaragua in December 1972, United States Readiness Command troops, units and equipment responded promptly to render aid and assistance to the victims of that Central American nation. In the top left photo, the extent of the earth tremors was graphically recorded by the damage sustained on a modern office building in Managua, the capital of Nicaragua. Medical units from Fort Hood, Texas, (top right photo) were transported to the Managua Airport via Military Airlift Command C-141 Starlifter jet cargo aircraft. Air Force and Army medical personnel (bottom photos) worked together to aid the victims of the earthquake that destroyed most of the city and much of the surrounding area.

(USREDCOM Photos)

(Continued from Page Three)

mentation exercises in support of other unified commands; and dual-based exercises in support of the U.S. European Command.

U.S. Readiness Command wasted no time in exercising its component forces after replacing the U.S. Strike Command which was disestablished on December 31, 1971. Drawing on the expertise in conducting joint training exercises developed by Strike Command, Readiness Command conducted its first exercise, BRAVE SHIELD I, at Fort Stewart, Georgia, in January 1972. The exercise involved 7,000 men from 23 Army and Air Force installations, including Army Guard, Air Guard and Reserves. It featured a strategic airlift by Military Airlift Command C-141 Starlifters of airborne units from Fort Bragg to a simulated overseas staging base—in this case, Fort Benning, Georgia. This was followed by a tactical airlift using Tactical Air Command C-130 Hercules of both Reserve and active forces to move the troops and their equipment from Fort Benning to the objective area, Fort Stewart.

Two months after BRAVE SHIELD I, Readiness Command conducted the first large-scale joint training exercise held within the continental United States since 1965. Designated GALLANT HAND 72, it was conducted at Fort Hood, Texas, in March 1972. Twenty-three thousand men from across the Nation participated in reinforcing a mythical overseas command with the 2d Armored Division of the Continental Army Command and airlift, fighter and reconnaissance units of the Tactical Air Command. Air National Guard and Air Force Reserve elements worked side by side with their active duty counterparts during the exercise. Aggressor forces were represented by the 1st Cavalry Division (TRICAP) and appropriate tactical air units.

Military Airlift Command C-5 Galaxies and C-141 Starlifters airlifted more than 2,000 troops and 2,100 tons of cargo during deployment and redeployment phases.

During the exercise, an Army engineer battalion assembled the longest pontoon bridge (1,180 feet) ever constructed in the United States. F-4 Phantom and F-105 Thunderchief fighter bombers, Army Cobra gunship helicopters, and armor and artillery pieces demonstrated the awesome firepower capabilities of joint forces in action during the live fire portion of the exercise.

BRAVE SHIELD II, one of a series of command post exercises, was held on the beaches of MacDill Air Force Base. This was followed by BRAVE SHIELD III, a 9,000-man exercise held at Hunter Army Field/Fort Stewart, Georgia, in December 1972. Army and Air Force National Guardsmen and Reservists from 12 states coast-to-coast took part in the exercise. Used for the first time during BRAVE SHIELD III was an Air Transportable Loading Dock (ATLD) of the Military Airlift Command. The ATLD is designed for use in contingency operations to offload and provide a swift turn-around capability for the C-5 Galaxy transport at forward air fields.

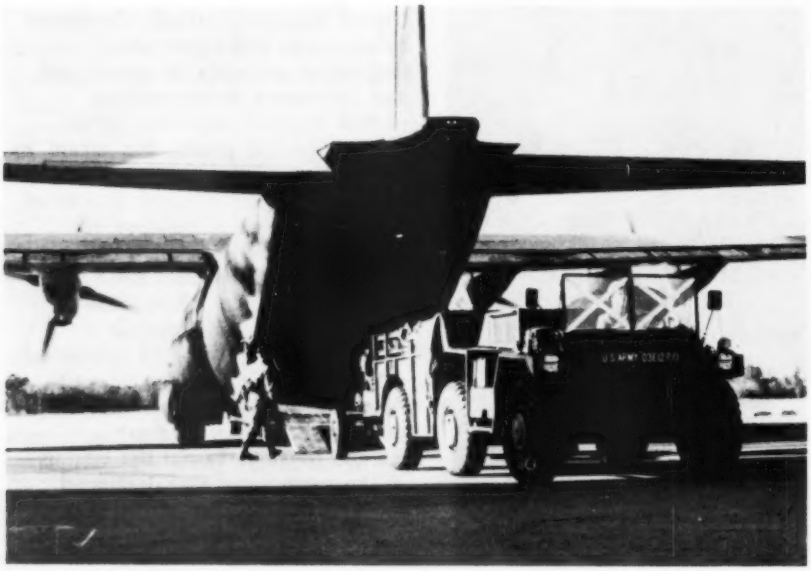
Another "first" achieved during BRAVE SHIELD III was the use of the Aerial Bulk Fuel Delivery System. Under this system. C-141 Starlifters transferred fuel from their wing tanks to "bladders" carried in C-130 Hercules aircraft. The C-130 bladder aircraft then delivered the fuel to forward Army areas to refuel smaller aircraft and helicopters used in the operation.

Units of the 101st Airborne Division (Airmobile) from Fort Campbell, Kentucky, represented aggressor forces, matched against units from the 82d Airborne Division at Fort Bragg, North Carolina. Airborne and airmobile assaults, supported by tactical air power, were featured in the tactical operations.

A major effort of the U. S. Readiness Command during joint exercises is to evaluate the effectiveness of joint air-ground forces in meeting the objectives outlined in exercise scenarios. Evaluation is a primary concern in each exercise, not only to determine how well combat forces carry out their tasks but also to identify problems that hamper effective air-ground teamwork.

U. S. Readiness Command's exercise program provides a field laboratory for evaluating new techniques and operational concepts in a simulated combat environment. It is from such evaluations that doctrinal recommendations evolve to the Joint Chiefs of Staff.

In carrying out its joint doctrinal responsibilities, the Command acts as a catalyst in bringing doctrinal deficiencies to the attention of its components through exercise evaluation reports. Those reports, highlighting strengths and weaknesses of assigned forces, provide



OFFLOADING—U.S. Air Force C-130 Hercules cargo transports—the "work horses of the Tactical Air Command"—airlifted U.S. Army personnel and equipment in support of the USREDCOM joint training exercise, BRAVE SHIELD I, at Fort Stewart, Georgia.
(USREDCOM Photo)

LOGISTICS OPERATION—North Carolina Army National Guard transportation units were used to move cargo delivered by Military Airlift Command C-5 Galaxies during Exercise BRAVE SHIELD III at Hunter Army Field, Georgia. (USREDCOM Photo)

them with a tool for instituting their own corrective action, whether it involves tactics, techniques, procedures or doctrine. When this procedure fails to resolve a doctrinal deficiency, U. S. Readiness Command draws up a proposed doctrine to be tested in subsequent exercises. Correlated with each Service's efforts, this often leads to a workable solution. If problems cannot be resolved at that level, U. S. Readiness Command forwards doctrinal recommendations for consideration by the Joint Chiefs of Staff.

This formula was developed in the early days of U. S. Readiness Command's predecessor, the United States Strike Command. In a series of major exercises in the early 1960s—among them SWIFT STRIKE, GOLDFIRE and DESERT STRIKE—the Command hammered out many features of joint air-ground doctrine, notably in close air support and tactical airlift, which proved highly effective in Southeast Asia.

To give further direction to its doctrinal development effort, U. S. Readiness Command periodically convenes a doctrine review board from within its own staff. The board prepares an annual report, offering an in-depth analysis of major current areas of doctrinal interest. The 1972 report, covering 24 doctrinal development items, has been submitted to the Chairman of the Joint Chiefs of Staff.

To keep personnel of the U. S. Armed Forces informed on developments in techniques and weapon systems of joint air-ground operations, Readiness Command annually conducts its BRASS KEY demonstration at Fort Bragg-Pope Air Force Base, North Carolina. Guests include students of Armed Forces military schools and colleges, senior members of the Department of Defense and other Federal and State government agencies, distinguished civilian leaders, and military attaches and other dignitaries of foreign governments.

The United States Readiness Command is charged by the Joint Chiefs of Staff to plan for the deployment of Army and Air Force forces to augment other unified commands. Actions are taken to insure that forces and their equipment arrive at a staging base or in the objective area in the proper sequence in proper quantities, and ready to do the job for which they were requested. Although U. S. Readiness Command responds to specific force requirements of the supported command, the Command pioneered the "force package" concept. This concept entails the use of a balanced force of combat and support units, tailored to meet the requirements of a specific operation.

U. S. Readiness Command has also pioneered the use of computers in its deployment planning function. Computer links are being established throughout the unified command complex to tie into the U. S. Readiness Command data base. This will accelerate the process of deploying the required forces and their supporting equipment so that they are available in the right place, at the right time, and in the right sequence.

At the time of the Nicaraguan earthquake in December 1972, U. S. Readiness Command was called upon to use the experience it gained from the many humanitarian missions conducted by Strike Command—missions such as the evacuation of U. S. citizens from West Pakistan during Pakistan-India hostilities in 1965, medical assistance to Somalia, Africa, in 1965, and the distribution of food to the Republic of Chad, Africa, in 1966 and again in 1968.

In November 1970, when East Pakistan was ravaged by a severe typhoon that caused an estimated 300,000 casualties, Strike Command sent a small fleet of UH-1 helicopters to rescue stranded victims and to distribute food and medicine into isolated areas. That force flew more than 1,200 sorties and distributed more than a million pounds of relief supplies.

In June 1971, the United States replied to an appeal by the Indian government to assist in handling refugees who had fled into India to escape the civil war in East Pakistan. Strike Command dispatched a small force with four C-130 Hercules transports to assist in relocating some of the millions of refugees. During the 30-day operation, the force moved almost 25,000 refugees from Tripura to Gauhati and delivered more than 1,750 tons of food and supplies.

U. S. Readiness Command added to its humanitarian record when, at the direction of the Joint Chiefs of Staff, it acted as a coordinating authority to provide assistance in 1972-73 to the

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Vol. 13, No. 25; April 26, 1973

A publication of the Department of Defense to provide official and professional information to commanders and key personnel on matters related to Defense policies, programs and interests, and to create better understanding and teamwork within the Department of Defense.

Published weekly by the American Forces Press Service, 1117 N. 19th St., Arlington, Va. 22209, a unified activity of the Office of Information for the Armed Forces, OASD (M&RA). Reproduction of content is authorized.

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Nicaraguan earthquake victims and to evacuate more than 700 U. S. citizens. Within 24 hours after receiving the order, Readiness Command dispatched two air transportable field hospitals, one from Fort Hood, Texas, the other from MacDill Air Force Base, Florida, in support of U. S. Southern Command. Those Army and Air Force medical personnel treated more than 4,000 sick and injured during the humanitarian effort.

Nearly 900 tons of supplies and equipment were delivered to Managua utilizing C-5 and C-141 aircraft. The flow of materiel was expedited by around-the-clock assistance of almost 400 Army and Air Force personnel from U. S. Readiness Command components. Truckloads of food, water, and supplies were dispatched to outlying areas of Nicaragua while ambulances transported hundreds of casualties for treatment at medical facilities.

When it became apparent that surface means of redistributing food and supplies were inadequate, Readiness Command deployed four Army Chinook helicopters from Fort Hood, Texas. They flew to Nicaragua under their own power, making refueling stops in Central America. The fuel, in turn, was carried aboard Tactical Air Command C-130 Hercules aircraft and transferred from aircraft to chopper in the same transfer technique tested earlier in Exercise BRAVE SHIELD III.

The United States Readiness Command exists to train component Army and Air Force forces, together with their National Guard and Reserve units, in joint operations, and to deploy those forces to meet military and humanitarian contingencies throughout the world. In its relatively short history, the Readiness Command has demonstrated its capability to fulfill its mission on numerous occasions. It stands ready to do so again whenever the situation demands.

General Bruce Palmer Jr.

USREDCOM Commander's Career Spans Three Decades

The son of an Army family, Bruce Palmer Jr. was born in Austin, Texas, on April 13, 1913. He attended Kansas State University. Before entering the U.S. Military Academy (USMA) in 1932. At West Point, he wore "stars" for academic excellence and played on the Cadet Polo Team which won both outdoor and indoor Intercollegiate Championships.

Upon graduation from the USMA, sixth in his class, in 1936, he was commissioned a second lieutenant of cavalry. Prior to World War II, he served as a troop officer with the 8th Cavalry Regiment, 1st Cavalry Division, Fort Bliss, Texas, and as a troop and squadron commander in the 6th Cavalry Regiment (Mechanized).

In March 1942, he was assigned to the Operations Division (OPD), War Department General Staff, Washington, D.C. During the Tunisian Campaign in the spring of 1943, he served on temporary duty with various units in North Africa and the Middle East.

In January 1944, he became chief of staff, 6th Infantry Division, in Hawaii, serving throughout the Division's combat days in New Guinea and Luzon. He participated in three campaigns, including two assault landings in New Guinea, and in the entire Luzon Campaign from the assault landing on January 9, 1945, to the end of World War II in the Pacific. In September 1945, he took command of the 63d Infantry Regiment of the Division in Korea, remaining there until he returned to the United States late in 1946.

After staff duty with First Army Headquarters and serving on the Infantry School faculty, he attended the Army War College, graduating in 1952. He then served a tour in Germany, first on the staff of U.S. Army Europe, and later commanding the 16th Infantry Regiment of the 1st Infantry Division, the "Big Red One."

Returning to the United States in 1955, he served first on the faculty of the Army War College and then his second tour with the Army General Staff in Washington. In July 1959, he was promoted to brigadier general and assigned as the deputy commandant, U.S. Army War College.

He next served as assistant division commander of the 82nd Airborne Division, Fort Bragg, North Carolina, from July 1961 to April 1962. He was promoted to major general and named chief of staff of Eighth U.S. Army in Korea in May 1962, serving in that capacity until August 1963.

He then returned to his third tour with the Army General Staff in Washington, D.C. On July 9, 1964, he was detailed deputy chief of staff for Military Operations, U.S. Army, and was promoted to lieutenant general on July 29, 1964.

When the Dominican Republic crisis broke in late April 1965, he was ordered to Santo Domingo from Washington, deploying with Headquarters XVIII Airborne Corps from Fort Bragg, North Carolina. He assumed command of Task Force 120 and United States Land Forces, Dominican Republic, upon his arrival on May 1, 1965. On May 7, 1965, he signed for the United States the act creating the first Inter-American Force later called the Inter-American Peace Force (IAPF), and served as its first commander until May 29, 1965.

On January 17, 1966, he relinquished his command duties in the Dominican Republic and returned with Headquarters XVIII Airborne Corps to Fort Bragg, North Carolina, where he assumed command of Fort Bragg in addition to his duties as Corps Commander. The Corps at that time consisted of the 82d and 101st Airborne Divisions, Corps Artillery, and other supporting troops.

From March 24 to May 14, 1967, General Palmer commanded the II Field Force, Vietnam, and on May 15, 1967, he became the Deputy Commanding General, U.S. Army Vietnam.

On August 1, 1968, he was promoted to four-star rank and appointed Vice Chief of Staff of the Army, serving in that capacity until January 4, 1973.

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Subscription Price: $4.50 domestic per year; $1.25 additional for foreign mailing; 10 cents per single copy.
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